

HEADQUARTERS  
UNITED STATES EUROPEAN COMMAND  
ECJ4-MILITARY SECRETARIAT  
APO AE 09128

STANDARD OPERATING PROCEDURE

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**ECJ4 STAFF INSPECTION AND ASSISTANCE (SIA) PROGRAM**

Mission, Function, and Inspection Procedures of the USEUCOM ECJ4  
Staff Inspection and Assistance (SIA) Program

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1. **Summary.** This SOP prescribes the mission, functions and inspection procedures of the ECJ4 Staff Inspection and Assistance (SIA) Program Headquarters, United States European Command. This SOP applies to all HQ USEUCOM Offices of Defense Cooperation (ODC) and Security Assistance Offices (SAO) reporting directly to Director, ECJ4 HQ USEUCOM and ODC Turkey.
2. **Applicability.** This SOP establishes basic policy, procedures, and responsibilities for implementation of the SIA Program.
3. **Internal Control System.** This SOP is an integral part of the Internal Management Control (IMC) program at HQ USEUCOM and complies with ED 50-8 and AR 11-2.
4. **Suggested Improvements.** Recommended changes or improvements should be forwarded to HQ USEUCOM, ECJ4-MS, ATTN: SIA Program Manager.
5. **References.**
  - a. DOD directive 5132.3 DOD Policy and Responsibilities Relating to Security Assistance.
  - b. ED 50-8, Internal Management Control Program.
  - c. ED 90-6, Administration of Security Assistance Organizations.
  - d. ED 125-4, Mission, Function, and Inspection Procedures of the USEUCOM Inspector General.
  - e. HQ USEUCOM, Security Assistance Organization Command Inspection Guide.
6. **Mission.** The mission of the ECJ4 SIA Program is to assist Director, ECJ4 in evaluating internal management control, ensure high standards are maintained in the execution of the ODC/SAO mission and provide reports and evaluations on matters relating to these functions as directed by HQ USEUCOM ECJ4 IAW applicable policy and regulation.
7. **Responsibilities.**
  - a. The ECJ4 SIA Program Manager will:
    - (1) Advise Director, ECJ4 on matters relating to Internal Management Control (IMC) and program execution within the ECJ4 ODCs/SAOs throughout HQ USEUCOM's AOR.

(2) Prepare a master SIA Program schedule annually for approval by the Director, ECJ4.

(3) Report SIA Program results to Director, ECJ4 recommending actions to correct deficiencies found and identify appropriate agencies/commands for corrective action.

(4) Request Chief of Staff (COS) assign corrective actions to those HQ USEUCOM staff directorates or agencies external to ECJ4 having functional responsibility for deficiencies found during the SIA Program visit.

(5) Provide specialized assistance that may be assigned by the Director, ECJ4.

(6) Support the HQ USEUCOM Command Inspector General (ECIG) Program by providing with copies of final reports, Corrective Action Reports (CAR) and other documents and correspondence as required.

b. The ODC/SAO will:

(1) Comply with the USEUCOM Internal Management Control (IMC) directive referenced at 5b above.

(2) Complete the IMC statement of assurance and submit to ECJ4-MS no later than 120 days prior to SIA Program visit.

(3) Support the SIA Program Team before and during the visit.

(4) Complete all corrective actions identified by the SIA Program Team.

#### **8. SIA Program Frequency and General Focus.**

a. Each SAO/ODC will be inspected at intervals of 18 to 30 months.

b. The SIA Program Team will assess operational and administrative effectiveness. Mission areas inspected will include the full spectrum of Security Assistance program management, to include functional areas such as Foreign Military Sales (FMS), Military Assistance Programs (MAP), Defense Cooperation in Armaments, International Military Education and Training (IMET), and Logistics Agreements Offices (LAO).

c. The edition of reference (e) that is current 120 days prior to the SIA Program visit will be used as a baseline by the SIA Program Team, but should not be considered all inclusive. The inspection guide proponent (ECIG) will make changes as appropriate to support the Command Inspection Program.

d. ODCs/SAOs can request a SIA Program visit at any time. The ODC/SAO SIA Program visit requests that are not incorporated into the annual schedule will be addressed on a case by case basis.

#### **9. SIA Program Procedures.**

a. SIA Program Scheduling. In the March/April time-frame, the SIA Program master schedule will be developed and coordinated within the HQ USEUCOM staff as well as with the ODCs/SAOs affected. The schedule covers the next fiscal year plus the first quarter of the following fiscal year. The schedule is developed, approved, published, and submitted to Director, ECJ4 prior to the start of each fiscal year.

b. SIA Program Notification. The publication and distribution of the approved annual SIA Program schedule serves as the initial notification to USEUCOM ODCs/SAOs. Approximately 90 days prior to a scheduled SIA Program visit the unit to be inspected will be re-notified by message from the USEUCOM ECJ4 to report any factors that may preclude or interfere with the conduct of a scheduled SIA Program visit. Notification of the upcoming SIA Program visit will also be made to HQ USEUCOM staff elements in order to solicit comments and information to assist in the SIA process.

c. SIA Team Composition. The size of the ODC/SAO being inspected will be a consideration. The SIA Team will attempt to conduct the visit with a minimal impact on the ODC's/SAO's mission. Composition of the team will be dictated by ODC/SAO requests for assistance that can be provided during the visit. As part of the Command Inspection Program, ECIG may elect to augment selected ECJ4 SIA Teams with an IG representative. ECJ4 may request augmentees from other HQ USEUCOM directorates and staff offices if ECJ4 does not have a Subject Matter Expert (SME) that can provide the assistance that the ODC/SAO has requested. ECJ4 will coordinate directly with Directors/Office Chiefs for by-name nominations to meet approved augmentation requirements. If specialists from the staff are not available, ECJ4 may request qualified personnel from the component commands or other sources. ECIG may, as part of the Command Inspection Program, occasionally conduct a Command Inspection in lieu of the ECJ4 SIA Team conducting one of its scheduled inspections.

d. Pre-SIA Program Visit Procedures. ODC/SAO requests for augmentation are forwarded to the ECJ4 SIA Team Manager approximately 90 days prior to a visit. SIA Team composition, quarters, facilities, transportation requirements, and security clearances are coordinated with the inspected ODC/SAO approximately 40 days before the visit date. A SIA Team meeting will be held two to four weeks before the visit in order to brief local threat situations, schedules, administrative details, special areas of interest, etc. SIA Team Chiefs and individual team members are required to submit written SIA Program plans to the Deputy Director, ECJ4 for approval.

e. On-Site Procedures. Upon arrival, the visited activity will provide a short (i.e., less than one hour) briefing on missions, functions, and other pertinent matters. The SIA Team Chief will brief the ODC/SAO on the general objectives of the SIA Program, and determine if the ODC/SAO Chief has any requests not previously conveyed. The SIA Team will meet with key personnel (Ambassador, members of the country team, and host nation Ministry of Defense representatives) as coordinated by the ODC/SAO. The team will meet daily at the beginning of business to discuss progress and coordinate the day's schedule. Upon completion of this meeting, the SIA Team Chief will provide the ODC/SAO Chief or his designated representative, a synopsis on the key issues identified up to that point in the SIA Program visit. SIA Team members will also informally outbrief their counterparts daily and recap prior to the formal outbrief. Team members will submit their daily input to the SIA Team Chief. The final daily inputs will be consolidated into an interim report highlighting the findings, observations, commendable, and key personnel contacted. A copy of the interim report will remain with the inspected unit.

f. Post-SIA Program Visit Procedures. The SIA Team will prepare an Executive Summary which will be forwarded to the Director, ECJ4 for approval. The Executive Summary package will contain the following:

- (1) J4 Routing and Transmittal Slip.
- (2) Director's endorsement.
- (3) Interim Report (enclosure 1 to Director's Endorsement).
- (4) Final report and Director's tasking memorandum, if applicable.

g. SIA Program Visit Follow-up.

(1) Corrective Action Reports (CAR) for all identified findings are required to be completed and forwarded to Director, ECJ4 no later than 90 days after the SIA Program visit. If corrective action has not been completed at the time the CAR is forwarded, a brief description of action(s) in progress and an estimated completion date will be provided. Upon completion of corrective actions, a close-out CAR will be provided.

(2) Follow-up on reported corrective actions will be accomplished by the SIA Program Manager. CARs submitted by the ODC/SAO will be distributed to the appropriate HQ USEUCOM Directors/Office Chiefs for review. Follow-up actions by the HQ USEUCOM staff office of primary responsibility should be coordinated directly with the ODC/SAO that submitted the CAR. The ODC/SAO will furnish an information copy of messages and/or correspondence concerning additional actions taken to the SIA Program Manager. HQ USEUCOM Directors/Office Chiefs will reply to the ECJ4 SIA Program Manager, commenting on the adequacy of corrective action taken by the organizations.

h. Close-out. Completed corrective actions will be validated and verified during the next SIA Program visit to the ODC/SAO.

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